



# Oregon

## *Federal Vision for Continuous Quality Improvement*

The NWD System's CQI process actively seeks input and feedback from the many different customers who use or interact with the NWD System by utilizing evaluations, survey information and existing data systems.

Customers include individuals and their families, system partners, advocates, providers and professionals in the health and LTSS systems. The CQI process involves rapid cycle improvement to optimize the performance of the NWD System. To be effective, the CQI process includes performance goals and indicators related to the NWD System's key aims, which the NWD governing body can use to measure quality over time:

- ▶ Visibility on the extent to which the public is aware of the existence and functions of the NWD System;
- ▶ Trust on the part of the public in the objectivity, reliability, and comprehensiveness of the assistance available from the NWD System;
- ▶ Ease of access including reductions in the amount of time and level of frustration and confusion individuals and their families experience in trying to access LTSS;
- ▶ Accessibility of physical locations and accessibility and ADA 508 compliance of all written materials;
- ▶ Responsiveness to the needs, preferences, and unique circumstances of individuals, including feedback from individuals as it relates to the outcomes of their interaction with the NWD System, especially in relation to the NWD System's ability to enable the individual to realize his/her personal goals that were established during the Person Centered Counseling process, including the administration and tracking of complaint and grievance processes;
- ▶ Efficiency and effectiveness including reductions in duplicative intake, screening, and eligibility determination processes for state administered programs, increases in the number of people who are diverted to more appropriate and less costly forms of support, and the ability of the NWD System to help the state rebalance its LTSS system, and;
- ▶ Other indicators, such as success stories, to document the value of the NWD System in improving government performance and lowering public costs.

For more information about the NWD model, visit <http://www.acl.gov/Programs/CDAP/OIP/ADRC/Index.aspx>.

This brief highlights **Oregon's promising practice to design and implement a continuous quality improvement strategy (CQI) for its NWD/ADRC system.**

## Resources

- ADRC of Oregon Evaluation Framework (January 2014)
- ADRC of Oregon CQI Summary 2014
- ADRC Evaluation: Enhanced Options Counseling Grant Year 2
- 2014 Consumer Satisfaction with the OR ADRC Report Round 4: Executive Summary
- 2014 Consumer Satisfaction with the OR ADRC Report Round 4: Consumer Concerns, Recommendations, and Satisfaction

## Acronyms

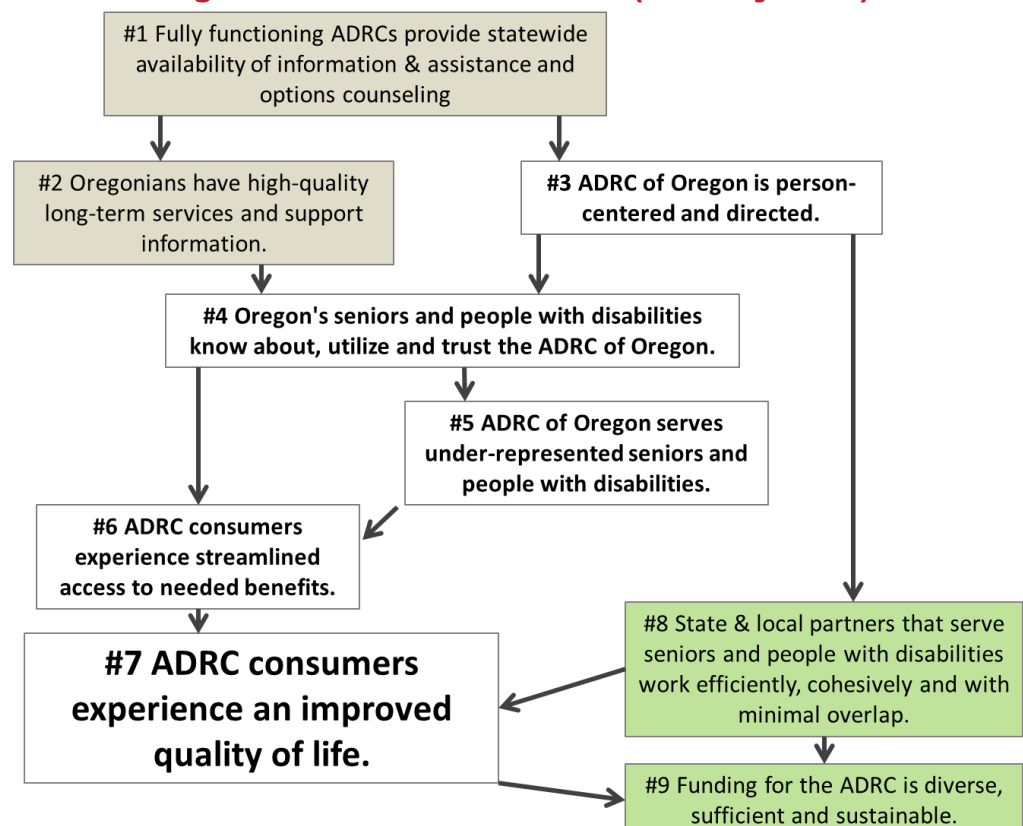
- ADA = Americans with Disabilities Act
- ADRC = Aging and Disability Resource Center
- CQI = Continuous Quality Improvement
- LTSS = Long Term Services and Supports
- NWD = No Wrong Door
- OAA = Older Americans Act
- SUA = State Unit on Aging

## Oregon's Successful NWD Promising Practice

### CQI Evaluation Framework

Oregon embarked on the development of a robust and comprehensive CQI effort to better understand the impact of its NWD/ADRCs—not only on system outcomes, but on consumer level outcomes as well. The State Unit on Aging (SUA) began development of consumer satisfaction surveys in 2011. In 2013 they launched the development of their NWD/ADRC evaluation framework inclusive of nine outcome areas and metrics. This evaluation framework took a year to fully develop, however Oregon sees this process as formative rather than summative: meaning it is an iterative and continuous process of improvement and is always seeking to grow and change. Local CQI efforts began in late 2014, and it is expected that the state will have a robust monitoring plan in place for their local ADRCs by the early part of 2016. The below diagram depicts the overall evaluation framework. The arrows in the diagram represent how the outcomes relate to one another. OR started with the first two outcomes (infrastructure focused), which then informs the next five outcomes that measure consumer impact. The last two outcomes (8-9) measure sustainability, which are the result of positive consumer outcomes. Oregon feels strongly that the focus of their work is on the consumer-related outcomes, and desire the local, state, and national conversations to focus on those results.

### ADRC of Oregon Evaluation Framework (January 2014)



## Outcome Development

The State is evolving the work they are doing with the NWD/ADRC initiative into an umbrella of all the services they provide. The SUA administers OAA and State Plan on Aging funding, and oversees its implementation. The state created an Evaluation Workgroup comprised mostly of consumers who identified nine outcomes for the NWD/ADRC evaluation framework. These nine outcomes align with the mission and value statements of the state, and match the logic models that were developed as part of the State Plan on Aging. Furthermore, the state wanted not only to have a consumer led process that defines success, but also a process that is in line with other state funded program evaluations.

The nine outcomes are divided into three areas: (1) Process Outcomes; (2) Consumer Outcomes; and (3) Capacity Outcomes. Each outcome has indicators to discretely measure the impact of that outcome. Target indicator benchmarks were identified and an indicator timeframe is included. The five primary outcomes are specific to improving quality of life. The other four outcomes are administrative in nature and are necessary for the state to review. (Please see ADRC of Oregon Evaluation Framework (January 2014) figure on Page 1.)

## Methodology

The state administers an annual capacity survey across all of their ADRCs to help quantify the metrics. This includes measurement of partnerships, whether the local ADRC has a business or financial plan in place, and what additional funding the local ADRC receives outside of grant funding. They also capture data on the number of staff who function in different roles and how marketing and outreach is conducted. The capacity survey is administered as an Excel tool, which is emailed to each ADRC lead.

The state compiles and analyzes the survey data across the ADRCs using both quantitative and qualitative methods. The state has made a commitment to turn around the data analysis within 30 days, as it believes strongly in transparency and responsiveness. If they are asking the local sites for data, they believe the data and results should be shared back with the local ADRCs. Reports include comparative analysis of ADRCs by region, as well as statewide. Oregon feels fortunate that they have the staff expertise and internal capacity to implement this rapid process. The state uses the results to help the local ADRCs understand where they need to focus attention and may need technical assistance.

## Consumer Satisfaction

Oregon has implemented consumer satisfaction surveys for the past four years covering the areas of Information & Assistance and Options Counseling. The survey instrument is validated with minor modifications over the past three years. The state contracts with a local university partner to administer the survey using representative samples of consumers served by the ADRCs across the state. The surveys are administered using a structured telephone interview, with each interview averaging 20-30 minutes in length. The results can be filtered by ADRC service area to compare to the state average. The survey questions were developed by consumer focus. The state boasts an extremely high response rate of over 85%.

## Impacts and Improvement

The state analyzes the data from both the ADRC outcome analysis as well as the satisfaction surveys to identify trends and outliers. This information is shared with the statewide ADRC Advisory Council if the issues are focused on big picture topics, or to a steering committee specifically designed to manage the Part A grant. Issues, trends, and concerns are discussed and with the assistance of a trainer on staff with the SUA, they develop a plan of action where needed. The state conducts monthly calls with all of the ADRCs to discuss the results of the surveys in a peer-to-peer learning environment. Both front line staff and management staff are invited. The state identifies key findings and matches needs across the ADRCs with training interventions. Best practices are also identified and flagged for future webinar topics. The environment is positive and is not meant to be punitive. The state wants to encourage openness and sharing to see both strengths and weaknesses, and seeks the input of the local sites on areas of improvement. The state has assigned liaisons to work with each ADRC to ensure that plans of action are implemented at the local level and best practice webinars are conducted. The liaisons also set up job shadowing for best practices across the ADRCs.

The overall state CQI process is designed to be reflective. The iterative process is very much a Plan, Do, Study, Act (PDSA) cycle. If they find that they are meeting a benchmark consistently, they ask the local ADRCs whether it is time to reassess that target. This decision goes before the consumer based advisory group for final approval. In the future, the state is going to be implementing a more consistent approach to monitoring each of the ADRCs based upon the new NWD Standards. The state also creates simple visual summaries for top managers in state government and the legislative body.

## Funding

The NWD/ADRC CQI process is funded mostly using ACL grant money combined with OAA funding and a very small amount of general funds. The OAA funding has been merged with the ACL NWD funding, as the state believes this activity is mutually supportive. They have a strong evaluation capacity and are using the language of the NWD/ADRC for all of their work.

## Identifying No Wrong Door Promising Practices

No Wrong Door (NWD) Promising Practices are intended to highlight successful state programs providing a model from which NWD Systems can gather strategies and innovations that can augment their own work. A promising practice may be a research or evaluation project, policy analysis, data assessment, outreach initiative, or awareness effort. While Promising Practices are unique to each program, they do offer replicable components for diverse settings and share many common characteristics including the capacity to reach the population of focus, address the aspirations of individuals, drive quality, and impact methodology and measurement.